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ABSTRACT

In order to insure a measure of consistency in the area of personnel relations, while retaining the flexibility necessary to meet local needs, the Oregon Board of Education has published this list of guidelines for personnel policy formulation in the Oregon community colleges. Based on statutory authority, the guidebook outlines required personnel policies, offers suggestions for their formulation, and delegates responsibility for their implementation. The policies include descriptions, amplifications, and guidelines in the following areas: college philosophy; freedom of institution to function; academic freedom and responsibility; organization; policy development and review; internal communication channels; employment practices; terms and conditions of employment; staff development; position description; personnel evaluation; leave of absence; retirement; election and recognition of representation; salary and indirect compensation policy; grievance procedures/appeals; negotiations; responsibility for costs of hearings, mediation, negotiation; and definition of terms. (NHM)

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GUIDELINES FOR PERSONNEL POLICY FORMULATION IN THE OREGON COMMUNITY COLLEGES

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JC 750 606

foreword

These guidelines reflect the consensus of thinking on personnel matters of the total college community. They are designed to assist in obtaining the goal of the Oregon State Board of Education, that all community colleges within the state shall have a measure of consistency in the area of personnel relations but still retain the necessary flexibility to meet local needs.

Throughout the lengthy development, a guiding conviction on the part of those contributing their recommendations, has been that just policies justly administered, benefit alike, the students, the public and the college personnel.

Considerable effort has been devoted to these guidelines by members of our advisory committee, and I want to acknowledge these efforts by extending my sincere thanks and appreciation.

Dale Parnell
Superintendent
Public Instruction

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introduction

These guidelines have been prepared to aid local community colleges in developing personnel policies which will:

(1) Allow each college to develop an environment wherein the personnel of the college and the students are able to carry out their individual roles and responsibilities.

(2) Allow each college to give the kind of consideration to individual rights and responsibilities which will lead to fair and reasonable treatment of students and college personnel.

(3) Allow each college to emphasize, through its policies and procedures, its own unique vision of its mission.

authority

Oregon Revised Statutes for the State Board of Education

326.051 (1) in addition to such other duties as are prescribed by law, the State Board of Education shall:

(c) *Adopt rules for the general governance* of public elementary and secondary schools and *community colleges*.

341.015 (1) The State Board of Education shall adopt guidelines for the orderly development and management of community college districts, including *guidelines for personnel policy formulation* and accounting procedures.

Oregon Revised Statutes for the Community College Districts

341.290 The board of education of a community college district shall be responsible for the general supervision by the district. Consistent with any applicable rules and regulations of the State Board of Education, the board may:

(1) Subject to Oregon Revised Statutes Chapter 237, employ administrative offices, professional personnel and other employees, define their duties, *terms and conditions of employment* and prescribe compensation therefor.

Definition of Terms **43-100**

Each community college shall provide policy statements that should define the main terms used in the personnel policies.

Required Personnel Policies **43-105**

(1) Community college boards shall adopt personnel policy statements for their colleges.

(2) They shall establish the date by which the contract of a professional staff member shall be considered renewed for the following school year.

(a) It is the Oregon State Board of Education's considered view that, as a fair employment practice, the community college board should give notice not later than each March 15 to all contracted full-time professional staff members.

(3) All personnel policy statements must cover, but need not be confined to, the following subjects: (a) college philosophy; (b) freedom of institution to function; (c) academic freedom and responsibility; (d) organization; (e) policy development and review; (f) internal communication channels; (g) employment practices; (h) terms and conditions of employment; (i) staff development; (j) position description; (k) personnel evaluation; (l) leave of absence; (m) retirement; (n) election and recognition of representation; (o) salary and indirect compensation policy; (p) grievance procedures—appeals; (q) negotiations; (r) responsibility for costs of hearings, mediations, negotiation; (s) definitions of terms.

Responsibility for Implementation **43-110**

(1) Personnel policies adopted by community college boards shall be filed with the Superintendent of Public Instruction on or before January 1, 1973. Thereafter, each college shall file annually between December 1 and January 1 either any policy revisions made or a statement that policies currently on file are being continued.

(2) In the event the governing board of the community college shall fail to enact personnel policy as herein set forth, the administrative, classified, or teaching staff, or such other form of staff representation as may have been chosen by

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Responsibility for Implementation **43-110**

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(2) In the event the governing board of the community college shall fail to enact personnel policy as herein set forth, the administrative, classified, or teaching staff, or such other form of staff representation as may have been chosen by election, shall have the option to appeal such failure to the local board and subsequently to the Oregon State Board of Education.

(3) Upon receipt of such a certified and qualified appeal, the Oregon State Board shall initiate a review of the discrepancy. Thereafter, at its discretion, the Oregon State Board may request the assistance of the Public Employe Relations Board to initiate fact-finding under the provisions of ORS 243.785 to 243 795.

(4) The finding of the PERB committee shall be made available to the appealing party, the governing board of the community college, and to the Oregon State Board for such further action as may be required to remedy the omission.

preparation and distribution

(1) Each community college shall seek wide community input during preparation of personnel policies from students, teachers, classified staff, administrators, board members, community leaders, advisory committees, and other consultants such as the college attorney.

(2) Each community college shall engage in legal research to assure that their personnel policies are in keeping with the laws and administrative rules governing their areas.

(3) Each community college shall review existing policies, including those that relate indirectly to personnel to insure consistency.

(4) Each community college shall make provision for continuing review of its policies to assure their reflection of local conditions and changes in the law.

(5) Each community college shall consider methods by which current personnel policies may be made known to those affected by them.

Guidelines for Personnel Policy Formulation

college philosophy

Each community college shall develop statements of philosophy, purpose and goals for the local college. The statements should reflect the college's commitment to its students and to the community which it serves.

freedom of Institution to function

Each community college shall address itself to the concept of freedom as that concept affects the philosophy and functioning of the college. Each segment within the college—students, faculty, classified, administrators, board members—should assist in developing policy statements which will guarantee the kinds of freedom which must prevail if the college is to fulfill its mission as a place where reasoned discussion is the mode of communication and persuasion is the catalyst for change. As a natural corollary of the freedom which must be provided for a college to fulfill its mission, statements of policy should be provided which speak directly to the subject of individual rights and responsibilities within the college.

academic freedom and responsibility

Each college shall develop a policy statement on academic freedom and responsibility consistent with historical traditions and emerging concepts which guarantee both teacher and student the freedom of inquiry and expression and to exercise such freedom and responsibility.

organization

Each community college shall develop, disseminate and take reasonable steps to assure understanding of its organizational pattern, defining the chain of responsibility and authority within the college. Proposed changes in the pattern of organization that affect college personnel should be reviewed by those affected before changes are made.

policy development and review

Each community college shall establish procedures for policy development and should include a format for:

(a) Proposal of new policies

(b) Review of established policies

(c) A method of involvement of personnel (defined broadly to include students, classified staff, faculty, administrative staff, etc.) in the development and review of policies.

Internal communication channels

Each community college shall develop policies which define the communication channels within the college in order to insure a flow of communication with all segments.

employment practices

Each community college shall develop a policy defining procedures which will assure fair treatment and equal opportunity to all personnel regardless of race, age, religion, color, national origin, sex, or handicap, with an affirmative action program:

(a) at the time of employment

(b) during employment

(c) at termination of employment

terms and conditions of employment

Each community college shall provide policies that outline the terms and conditions of employment for all college personnel.

staff development

Each community college shall provide personnel policies that consider the needs and objectives for staff development and define responsibility for implementation.

position description

Each community college shall establish personnel policies which will provide position descriptions for all community college personnel. These descriptions should include, but need not be limited to, duties, responsibilities, privileges, authority and lines of communication.

personnel evaluation

Each community college shall provide a policy concerned with the development and implementation of an evaluation system of all college personnel. The evaluation should be an on-going process beginning with the initial interview and should include purpose, goals and procedures.

leave of absence

Each community college shall establish a leave policy describing the leaves available to all college personnel.

retirement

Each community college shall establish a retirement policy, after review of ORS Chapter 237, which addresses itself to delineating discretionary factors contained within ORS Chapter 237.

election and recognition representation

Each community college shall provide a board policy for the right of student, faculty, classified and administrative personnel, or a combination thereof, to elect their representation. The elected representation shall constitute the solely recognized body by the college board in negotiation relationships. Not more than one representation shall be recognized for any one segment.

salary and indirect compensation policy

Each community college shall establish salary and fringe benefit schedules to be available for all employed personnel of each community college. Indirect compensatory items should be specified.

grievance procedures -appeals

Each community college shall develop a policy with procedures for grievance and appeals whereby any individual or group can seek resolution of concerns. The procedure should include provisions for peer group involvement and a timetable for the resolution.

negotiations

Each community college shall provide a board policy that will establish the right for board recognized organizations to negotiate. This policy may provide for mediation and fact-finding procedures, and it is desirable that the two primary parties make every effort to obtain consensus without third party intervention.

responsibility for costs of hearings, mediations, negotations

Each community college shall establish personnel policies concerned with the responsibility for costs such as those incurred in, but not limited to:

(a) Hearings
(b) Fact-finding
(c) Mediation
(d) Arbitration

definition of terms

Each community college shall provide policy statements that should define the main terms used in the personnel policies such as:

(a) *Administrator* means a person designated by the community college board to implement the policies of the board and coordinate planning, instruction, and support services of community colleges.

(b) *Appeal* means tranference of a decision to a higher level for a rehearing.

(c) *Classified Staff* means full-time support personnel other than administrators or instructors.

(d) *Due Process* means notice, specifying the grounds and an opportunity to be heard.

(e) *Faculty* means the collective body of instructors or instructional personnel.

(f) *Grievance* is a condition thought to be unjust and grounds for a complaint.

(g) *Guideline* means a broad general statement indicating philosophy and direction, within which specific policy and procedure may be adapted to the needs of the local college.

(h) *Instructor* means a full-time, regularly contracted teaching staff member whose role includes, but is not limited to, planning and professional responsibility for the instruction of individuals, small groups, or large groups in the classroom, the library, the counseling office, or a specialized instructional facility.

(i) *Personnel Policy* is that part of the community college board policy which governs the terms and conditions of employment.

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LOS ANGELES

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CLEARINGHOUSE FOR
JUNIOR COLLEGES